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Personnel

**AIR FORCE CIVILIAN CAREER PROGRAM
MANAGEMENT**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force civilian career programs. The Air Force manages the careers of officer-equivalent civilians through career programs. It applies to supervisors, managers, and employees; civilian personnel staffs; and civilian employees at joint service organizations where Air Force is the executive agent, and to other Federal civilian employees and reinstatement eligibles. It does not apply to Air National Guard, Title 32, technicians. This instruction implements AFD 36-6, *Civilian Career Management*, and implements Department of Defense Directive (DODD) 1430.2, 13 June 1981.

1. Program Objectives:

1.1. Program Authority. The Civil Service Reform Act (CSRA) (Public Law 95-454) requires executive management in the Federal Government to be the highest quality and respond to the needs, policies, and goals of the Nation. Specifically, it requires agencies to provide for the development of highly competent senior executives. In addition, the Office of Personnel Management (OPM) requires systematic development of candidates for the Senior Executive Service (SES) and the continuing development of senior executives.

1.2. Civilian Career Management Goals. Civilian career programs will develop employees with strong professional, technical, managerial, and administrative skills to satisfy current and future Air Force mission needs. The current force is assessed in relation to an objective force, as described in the US Air Force Manpower and Personnel Plan. Civilian career management will:

- Identify and encourage highly qualified and high potential individuals to make a career in the Air Force.
- Provide employees with the opportunity to improve their skills and progress through the organization.
- Give employees rewarding work experiences to suit their abilities and desires, while meeting Air Force mission and staffing needs.

- Provide the means to identify and staff key career program positions Air Force-wide with exceptional performers and highly qualified employees.
- Strive to have career program selections and composition mirror the appropriate civilian labor force data.
- Assure planned developmental actions (e.g. training, career broadening assignments, education, etc.) are related to performance and knowledge, skill, and ability (KSA) requirements necessary to successfully perform in career program covered positions.

2. Structure. Functional management, with civilian personnel oversight, will design the program and its operation.

2.1. Career Program Policy Councils. Career program policy and direction will emanate from functional management through policy councils, which will normally meet at least annually. HQ USAF/DPC will establish regulatory policies and guidelines, and each council will direct the development of its program to address unique functional needs. Council composition will represent various functional disciplines and specialties within the functional community and will include female and minority representatives at appropriate grade level and background, as available. The councils will foster and support equal employment opportunity (EEO). The functional chief may alter the composition of the council, but membership will typically include:

- The functional chief as policy council chairperson.
- A senior military functional manager (typically brigadier general or above).
- A senior civilian in the functional area at Air Staff or secretariat level.
- Director, Civilian Personnel Policy and Personnel Plans (HQ USAF/DPC), or designee.
- A senior functional specialist from each of three major commands (MAJCOM) or comparable organizations (designation of MAJCOM is made by the functional chief usually on a 2-year rotational basis).
- Chief, Career Management Division, Air Force Civilian Personnel Management Center (HQ AFCPMC/DPC) (nonvoting, ex-officio technical advisor).
- Air Force Civilian Policy Division (HQ USAF/DPCC) representative (nonvoting, policy observer).
- Career program manager, i.e. PALACE team chief (nonvoting, executive secretary).

2.2. Career Management Teams. A career management team, or PALACE team, which includes one or more functional and personnel representatives, manages each career program. Personnel specialists serve as experts on the requirements of law and guidance, while functional specialists represent the needs of the functional community and serve as communication links with functional managers. A functional specialist serves as the career program manager (PALACE team chief).

2.3. Centrally Managed Positions. Functional management determines the scope of program operations and determines which positions are covered by the career program. Career program positions, including career broadening positions, are managed by career program Policy Councils and PALACE teams, to include filling vacancies through career program referrals. Career program functionals also centrally manage intern positions, which represent planned force renewal efforts. Each career program establishes and distributes specific criteria, outlining the position categories, grade levels, etc., to be covered. (See specific career program chapters in AFMAN 36-606.)

2.4. Defense Civilian Personnel Data System (DCPDS). The DCPDS supports the entire personnel life cycle of each Air Force employee to include: recruitment, appointment, training, utilization, sustainment, and separation or retirement. Career programs will use the DCPDS to identify and screen candidates for referral consideration. The Promotion and Placement Referral Subsystem (PPRS) uses DCPDS records to identify employees eligible for referral and then ranks them for promotion, reassignment, or change-to-lower-grade consideration.

3. Responsibilities.

3.1. The Director of Air Force Civilian Personnel Policy and Personnel Plans (HQ USAF/DPC) will:

- Provide regulatory policy guidance, direction, and leadership for Air Force-wide career programs.
- Integrate Air Force-wide career programs policy with that of Department of Defense (DoD), government-wide, and similar programs.
- Ensure affirmative employment is an integral part of the total career program policy.
- Develop objective force structures.
- Provide instruction and guidance for developing budget estimates and requirements to support career programs; for example, permanent change of station (PCS), travel, per diem, etc., and functionally managed civilian training not funded centrally by another source.
- Develop, approve, and release for publication career management directives.
- Serve as a voting member (or designates a representative to serve) on each policy council.
- Serve on the acquisition professional development council (APDC) and ensure the training and position requirements for civilian personnel are in compliance with appropriate laws and directives.

3.2. Director, Air Force Civilian Personnel Management Center (AFCPMC/DR):

- Implement Air Force-wide career programs through the respective PALACE teams.
- Integrate administration of Air Force-wide career programs with DoD, government-wide, and similar programs.
- Ensure affirmative employment is an integral part of the total career program operations.
- Set requirements for central control of allocation for personnel resources necessary to support Air Force-wide intern and career management development, education and training programs.
- Administer salaries of the centrally managed positions in the transient salary account.
- Administer authorized unit manning document (UMD) spaces for centrally managed positions to include career broadening assignments, PALACE ACQUIRE (PAQ) interns, COPPER CAP interns, and other career program interns.

3.3. Functional Chiefs:

- Establish policy council and serve as (or appoint) a chairperson.
- Select members for the policy council.
- Provide resources for the career program PALACE team, career broadening, and intern positions to supplement centrally managed programs.

- Define program needs and functional input to set up or revise career programs.
- Give direction to identify career program positions.
- Provide direction to identify and develop exceptional employees for consideration for higher-level key managerial positions.
- Provide direction (including requirements for supervisory, managerial, technical, and proficiency education and training and career broadening experiences) to career program managers for the development of program registrants.
- Provide direction to functional management on intern programs including training, development, and cross-training requirements.
- Support Air Force affirmative employment programs as an integral part of the career program.
- Advise AFCPMC of anticipated reorganizations, realignments, and mission and program changes that may impact on career programs.
- Assess goal accomplishments.
- Ensure identification of acquisition personnel and positions.
- Provide direction to develop acquisition personnel.

3.4. Career Program Policy Councils:

- Determine the functional objectives and policies specific to the particular career program.
- Designate and convene advisory panels or planning councils, as necessary.
- Annually schedule key career program activities.
- Determine criteria to identify exceptional performers for consideration for higher-level key managerial positions.
- Approve criteria to designate career program covered positions, and ensure acquisition position identification conforms to the requirements stipulated in DoD 5000.52M, *Career Development Program for Acquisition*.
- Adjudicate MAJCOM or comparable organization requests to add or delete career program positions.
- Approve criteria to select program participants as nominees for long-term training and other Air Force-wide competitive training or education programs within own career program.
- Approve criteria to select and develop participants in intern programs.
- Approve criteria to be used to select nominees for other formal training, development, and assignment to career broadening positions.
- Evaluate career program progress or improvement needs.
- Develop affirmative employment program plans (AEPP) to eliminate underrepresentation and achieve Air Force-wide objectives.
- Approve or coordinate on certification and ranking criteria for acquisition personnel.
- Exercise waiver authorities as appropriate.
- Approve or coordinate on pay allowances or bonuses authorized by the Federal Employees Pay Comparability Act, as described in AFI 36-802, *Air Force Pay Setting*.

3.5. Policy Council Chairperson:

- Approves management-initiated reassignments.
- Establishes special recognition programs.
- Places employees as a result of separations due to base closures and reduction-in-force.
- Places employees returning from oversea assignments.
- Approves impact-of-person-on-the-job promotions, noncompetitive repromotions, waivers to program requirements, and oversea limited appointments.
- Jointly with HQ USAF/DPC, approves waivers of permanent change of station restrictions.

3.6. Air Force Personnel Operating Agency (HQ AFPOA/DPM):

- Budgets for and provides resource oversight for salaries of the centrally managed positions in the transient salary account.
- Budgets for and provides resource oversight for training funds.
- Budgets for and administers the permanent change of station (PCS) account.
- Administers the Air Force relocation services contract.
- Establishes and administers an Air Force-wide standardized competitive selection process for centrally controlled long-term training and assures space quotas and selection criteria are managed effectively through the career program structure.

3.7. MAJCOM and Comparable Organizations:

3.7.1. Functional management will:

- Evaluate career program responsiveness to customer needs.
- Develop an internal effort to encourage command support of career programs.
- Assist in identifying potential career broadening, intern, and other career program positions.
- Provide members for career program panels and work groups.
- Participate in developing and maintaining career patterns and standard promotion evaluation patterns (PEP) for those positions covered by career programs.
- Provide career development counseling for employees.
- Provide input for intern requirements for the function within the command.
- Validate training requirements.
- Input financial planning and budget data to support cyclical training in consonance with special budget instructions.
- Provide for appropriate endorsement of performance and promotion appraisals, when required.
- Ensure identification of acquisition professionals in conformance with DoD 5000. 52M and Air Force requirements.

3.7.2. Directors of Civilian Personnel will:

- Provide leadership and staff assistance to the command in support of career programs.
- Develop an internal program to ensure that Civilian Personnel Flights (CPFs) support career programs.

- Notify AFCPMC/DPC of anticipated manpower changes, reduction-in-force (RIF) actions, transfer of functions, base closures, etc., that may impact on career programs.
- Approve and prioritize command training requirements.
- Review and validate financial planning and budget data input to the DCPDS in support of career programs.
- Review and evaluate career management within their command; proposing to HQ AFCPMC/DR or HQ USAF/DPC changes in career programs to meet needs peculiar to their command.

3.8. Career Management Division (HQ AFCPMC/DPC) or Career Management Operations Support Division (HQ AFCPMC/DPO):

- Implements the Air Force plan for executive and management development for career programs to meet functional and Air Force-wide objectives.
- Develops recommendations concerning establishing career programs.
- Convenes the initial work group for a new career program.
- Assures program continuity and consistency of approach for career programs.
- Recommends parameters of the career program; i.e. occupational series (OCSRS) to be included.
- Assists policy councils in developing and implementing an affirmative employment program and assure persons with disabilities and disabled veterans employment objectives are included.
- Manages career programs through PALACE teams.
- Serves as the executive secretary (usually PALACE team chief) on the policy council, as determined by the chairperson; support panel and work group meetings.
- Provides advice, guidance, and assistance to functional managers and assures compliance with regulatory and statutory requirements in the administration of Air Force career programs and ensure appropriate consideration of underrepresentation. Counseling provided by program administrators at AFCPMC is advisory rather than directive.
- Informs MAJCOM/DPCs and CPFs of career program plans, status, training, and actions impacting on civilian personnel management.
- Provides input to appropriate officials on total force management requirements and force structuring or shaping.
- Provides input to appropriate officials on manpower planning as it pertains to career programs.
- Identifies career program covered positions in conjunction with functional managers.
- Recommends, where practical, the development of standard or guideline position descriptions and skill codes for career program positions.
- Coordinates with the Civilian Policy Division (HQ USAF/DPCC) on position classification, position management policy, and skill codes.
- Analyzes program positions with functional management to determine required KSAs and assist in preparing promotion evaluation patterns (PEP).

- Identifies and ranks candidates for all vacant career program positions.
- Prepare Air Force-wide promotion, reassignment, or change to lower grade referral certificates.
- Identifies candidates on referral certificates who do not meet APDP criteria and will require a waiver.
- Counsels program participants on Air Force-wide career opportunities and periodically provides registrants with their headquarters Air Force (HAF) career brief.
- Evaluates civilian progression opportunities within the total force structure and recommend changes, as appropriate.
- Sets up, publicizes, and administers (in conjunction with the respective functional chiefs) the process for identifying exceptional performers and highly qualified employees for management and development.
- Validates career program developmental requirements.
- Sets up and maintains career patterns and ladders based on position analysis.
- Develops and submits master development plans (MDP) for career program covered positions to the appropriate policy council for approval.
- Administers centrally funded career broadening and intern programs.
- Provides classification for centrally managed positions (career broadeners and interns).
- Submits career program budget requirements for centrally funded PCS moves and training and development.
- Administers career program training budget, monitor financial planning and execution, requests and provides training fund citations, and solicits nomination packages for long-term training (LTT) programs.
- Assures intern requirements for career programs are defined and documented.
- Administersthe intern training program consistent with the US Air Force manpower and personnel plan and objectives for each function.
- Develops Air Force-wide intern recruitment and training plans.
- Assures servicing CPFs are informed in a timely manner regarding all recruitment and referral actions, especially career broadening and intern positions.
- Provides guidance to functional managers and the Policy Council on the implementation and administration of the APDP.
- Ensures program administration conforms with appropriate directives and instructions for formal acquisition certification or filling of all acquisition positions. (Certification requirements apply to all acquisition positions, whether critical or not.)
- Provides documentation, support information, and recommended changes to HQ USAF/DPC for appropriate instruction update and revision.

3.9. CPFs:

- Serve as the office of primary responsibility to implement and administer career programs at base level.
- Assure labor-management relations obligations with the union are satisfied.

- Provide career program assistance to functional management.
- Issue career program information to all employees and ensure career program documents, directives, career patterns, and PEPs are readily available to all supervisors and employees.
- Determine if employees meet basic eligibility requirements for registration in career programs.
- Counsel potential registrants, enter program registrations into the DCPDS (normally within 15 calendar days of receipt), and provide registrants a copy of registration product.
- Provide guidance to employees concerning Air Force-wide career program opportunities and encourage employees to update their personal availability codes.
- Counsel employees accepting positions with Department of Defense Dependent Schools (DoDDS) of entitlement to continue career program registration and notify appropriate career program when employee elects to do so.
- Accept military spouse preference eligible applications based on current and anticipated career program vacancies.
- Verify and update DCPDS for acquisition-related data submitted by employees for acquisition certification or acquisition corps eligibility.
- Coordinate career program requirements with PALACE team and functional management to ensure accomplishment of position and personnel actions.
- Assist managers to establish and design career program positions.
- Ensure coding into DCPDS of positions approved for career program coverage.
- Notify the designated PALACE Team of any classification actions that may affect career program positions; e.g. changes to position descriptions or skill codes.
- Assist managers to apply standardized position descriptions.
- Advise the appropriate PALACE Team of management-directed reassignments or priority placements affecting career program covered positions.
- Report names of career program registrants affected by reduction in force (RIF) to PALACE teams.
- Input necessary data to the DCPDS in support of career programs and related financial management requirements.
- Assure accuracy and completeness of DCPDS career program data, including coding of registrants' experience records to effect changes generated by skills and other coding guidance.
- Update career program registrants DSN and Commercial telephone numbers in DCPDS in a timely manner.
- Send all requests to fill career program covered positions to HQ AFCPMC/DPOX.
- Process reassignment, change to lower grade, and promotion actions from centrally prepared referral certificates.
- Return referral certificates to career programs in a timely manner.
- Counsel eligible career program employees on relocation allowances to include the option of using the Air Force relocation services contract. Advise eligible employees on exercising this

option by completing AF Form 1664, **Option Application for Relocation Services Program**.

- Counsel individual employees on development needs and career potential and ensure employees audit their career briefs after initial registration.
- Provide career program training information and automated Career Enhancement Plans (CEPs) to registrants through their supervisors during the annual training survey; input training requirements into the DCPDS.
- Administer career development activities for employees in grades and occupations not covered by a career program.
- Establish a review procedure to ensure career program requirements are met.
- Assure management obtains concurrence of impacted career programs prior to committing to any dispute resolution requiring career program action.

3.10. Supervisors:

- Evaluate and rate the performance of each employee registered in a career program, to include the timely preparation of any and all career program-specific appraisals or evaluations.
- Counsel employees on a regular basis, especially when completing appraisals and preparing development plans.
- Assure each employee registered in a career program has a CEP.
- Encourage employees to assume responsibility for their career development and to take advantage of all career information guidance.
- Ensure career program registrants are made available for prevalidated training and development.
- Assist in identifying positions to appropriate career paths and in developing and maintaining career patterns and PEPs.
- Serve, or release employees to serve, as members of panels, work groups, etc., to assist in various functions of career programs.
- Assist in identifying exceptional performers.
- Consider underrepresentation of women and minorities when making selections for career program positions and when making nominations or selections for training and developmental opportunities.
- Assure interns assigned to the activity meet the terms of training plans.

3.11. Registrants:

- Verify the accuracy of DCPDS data in their automated career briefs.
- Establish career objectives based on review of MDPs, career patterns, PEPs, performance records, etc.
- Develop CEPs and evaluate their individual training, education, and experience needs with their supervisors.
- Notify the career program PALACE team of positions and locations desired by using the appropriate registration procedures.

- Participate in prevalidated formal training and development when opportunities are offered, unless precluded by extenuating circumstances.
- Participate in self-development activities to promote career development.
- Update addresses and telephone numbers by submitting AF Form 420, **AF Career Program Official Record Update**, to their local servicing CPF.

Forms Prescribed:

AF Form 420, Air Force Career Program Official Record Update.

AF Form 1664, Option Application for Relocation Services Program.

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